

An Analytical Study on the Influence of Performance Appraisal on Pharma Sales Force Job Satisfaction

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I. Introduction

Definition and Meaning Of Performance Appraisal

According to **Wayne Cascio**,

"Performance appraisal is the systematic description of an employee's job relevant strengths and weaknesses."

Performance appraisal may also be defined as a structured and formal interaction between a subordinate and supervisor, that usually takes the form of a periodic interview (annual or semiannual), in which the work performance of the subordinate is examined and discussed, with a view to identifying weaknesses and strengths as well as opportunities for improvement and skills development.

History Of Performance Appraisal

The practice of appraisal is a very ancient. In the scale of historical things, it might well lay claim to being the world's second oldest profession. The human inclination to judge can create serious motivational, ethical and legal problems in the workplace. Without a structured appraisal system, there is little chance of ensuring that the judgments made will be lawful, fair, defensible and accurate.

Performance appraisal systems began as simple methods of income justification. That is, appraisal was used to decide whether the salary or wage of an individual employee was justified or not. In the 1950s in United States, the potential usefulness of appraisal as tool for motivation and development was gradually recognized. The general model of performance appraisal, as it is known today, began from that time.

Problem Statement

Performance evaluation system is applied in the organizations to identify the skilled and best performers employee of the organization to increase their salary and other benefits to be satisfied from the job, but sometimes the most of the employees are not satisfied from the performance evaluation and hence not from the job. In this study the aim is to identify the significant relationship of performance evaluation and job satisfaction.

Objectives Of The Study

- a) To find out the impact of different factors influencing employee's performance evaluation process in Pharmaceutical industry.
- b) To analyze the effect of performance evaluation on employee's job satisfaction.

II. Research Methodology

A sample of 40 sales personnel working in Telangana region and from selected pharmaceutical companies was considered for the study. A questionnaire with 10 questions was designed which aims at collecting data regarding training facilities, learning facilities, job satisfaction, communication transparency, feedback mechanism, self-appraisal system e.t.c, Simple percentages method was used to analyze the collected data.

III. Literature Review

Performance appraisals are one of the most important requirements for successful business and human resource policy. Rewarding and promoting effective performance in organizations, as well as identifying ineffective performers for developmental programs or other personnel actions are essential to effective human resource management. The ability to conduct performance appraisals relies on the ability to assess an employee's performance in a fair and accurate manner. Evaluating employee performance is a difficult task. Once the supervisor understands the nature of the job and the sources of information, the information needs to be collected in a systematic way, provided as feedback, and integrated into the organization's performance management process for use in making compensation, job placement, and training decisions and assignments.

Benefits of productive performance appraisals

1. Employee learns of his or her own strengths in addition to weaknesses.
2. New goals and objectives are agreed upon.
3. Work teams may be restructured for maximum efficiency.
4. Employee renews his or her interest in being a part of the organization now and in the future.
5. Training needs are identified. - Supervisor becomes more comfortable in reviewing the performance of employees
6. Employees feel that they are taken seriously as individuals and that the supervisor is truly concerned about their needs and goals. (Randi, Toler, Sachs, 1992).

Components Of Performance Evaluation

Performance evaluation systems contain two basic systems:

- a. Evaluation system
- b. Feedback system

a. Evaluation System

The main aim of the evaluation system is to identify the performance gap (if any). This gap is the shortfall that occurs when performance does not meet the standard set by the organization as acceptable.

b. Feedback System

The main aim of the feedback system is to inform the employee about the quality of his or her performance. However, the information flow is not exclusively one way. The appraisers also receive feedback from the employee about job problems, etc.

Relationship between Job satisfaction and performance evaluation

Attempting to understand the nature of job satisfaction and its effects on work performance is not easy. For at least 50 years industrial/organizational psychologists have been wrestling with the question of the relationship between job satisfaction and job performance. Researchers have put a considerable amount of effort into attempts to demonstrate that the two are positively

related in a particular fashion that “a happy worker is a good worker”. Although this sounds like a very appealing idea, the results of empirical literature are too mixed to support the hypothesis that job satisfaction leads to better performance or even that there is a reliable positive correlation between these two variables. On the other hand some researchers argue that the results are equally inconclusive with respect to the hypothesis that there is no such relationship.

As a result of this ambiguity, this relationship continues to stimulate research and reexamination of previous attempts. This paper strives to describe the relation of job satisfaction and performance, keeping in mind the value this relation has for organizations.

However, a variety of studies suggest that research has found only a limited relationship between satisfaction and work output and offer scant comfort to those seeking to confirm that a satisfied worker is also a productive one.

IV. Analysis And Interpretation

To understand the relationship between job satisfaction and performance appraisal the following qualitative measures were observed

1. Training facilities and job performance:-

Rates	Percentages
Strongly agree	48
Agree	40
Disagree	10
Strongly disagree	2

2. Performance review and open communication :-

Rates	Percentages
Strongly agree	26
Agree	48
Disagree	22
Strongly disagree	4

3. Performance appraisal and job satisfaction :-

Rates	Percentages
Strongly agree	26
Agree	55
Disagree	17
Strongly disagree	2

4. Self appraisal and employee morale :-

Rates	Percentages
Strongly agree	34
Agree	50
Disagree	14
Strongly disagree	2

5. Appraisal system and learning:-

Rates	Percentages
Strongly agree	21
Agree	49
Disagree	23
Strongly disagree	7

6. Performance feedback and employee satisfaction :-

Rates	Percentages
Strongly agree	26
Agree	42
Disagree	28
Strongly disagree	4

V. Conclusion

From the above interpretation it can be observed that there is significant relationship between performance appraisal and job satisfaction. This study demonstrates that more than 50% of pharmaceutical sales force agree that there is a positive relationship between performance appraisal tools and employee satisfaction.

References

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